

TOOLKIT: BOARD CONVERSATION GUIDE: LINKING OWNERSHIP TO STRATEGY

Holding the Long View: Board Equity Ownership and Its Impact on Corporate Performance, a study conducted in collaboration with MSCI Institute and leveraging data from MSCI Solutions, examines how director equity ownership shapes long-term outcomes across more than 2,100 global public companies. The findings are clear and consistent across markets: when directors — particularly independent directors — hold meaningful, sustained equity stakes, companies deliver stronger long-term performance.

Purpose

This toolkit is meant to support board-level discussion on how equity ownership reinforces long-term decision-making, strategy, and oversight.



Ownership and long-term purpose

- How does board ownership reinforce the company's long-term purpose and strategic priorities?
- Over what time horizon do the board's most consequential decisions play out, and does current ownership exposure reflect that horizon?
- How does director ownership shape the board's approach to capital allocation, risk, and long-term investment?



Ownership and oversight

- In what ways does sustained ownership influence how directors engage in oversight and challenge management?
- Does the board view ownership as reinforcing long-term responsibilities rather than as a financial incentive?
- How does ownership affect continuity of judgment during periods of strategic transition or market volatility?



Ownership over time

- Does the expected duration of ownership align with the full arc of board service?
- How does the board think about ownership near the end of a director's tenure?
- Are there moments when ownership expectations should be revisited as strategy or risk profile evolves?



Ownership and legitimacy

- How does the board assess whether ownership is understood and accepted by long-term investors?